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instinct from the activity. But we have no first hand acquaintance with an instinct. . . . It may be that all these instincts . . . are in reality merely aspects of one great urge towards activity."

Without wishing in any way to detract from the heartiest commendation of this book, the reviewer cannot but point out that in his estimation the selection of the title was unfortunate. Not only does the author reject much of what passes as Psychoanalysis, but the phrase "In the Class Room" implies a restriction of value and scope which is nowhere to be found in its pages.

JAMES H. S. BOSSARD.

NORTHWESTERN UNIVERSITY SCHOOL OF COMMERCE BUREAU OF BUSINESS RESEARCH, HORACE SECRIST, DIRECTOR, IN COÖPERATION WITH THE NATIONAL ASSOCIATION OF RETAIL CLOTHIERS. *Costs, Merchandising Practices, Advertising and Sales in the Retail Distribution of Clothing*. 6 Vol. Pp. 662. Price, \$15.00. New York: Prentice-Hall, Inc., 1921.

In recent years many writers of books on business subjects have attempted scientific conclusions from a few impressionistic observations and very incomplete data. The limitations of such attempts are no better illustrated than by the few cautious generalizations Professor Secrist draws from a most painstaking collection and careful analysis of facts about operating conditions in over 500 retail clothing stores scattered over the United States.

Here is a work of over 600 pages, bound in 6 volumes. Yet the data it contains cover only 3 years, 1914, 1918, and 1919, and was obtained from only about 10 per cent of the stores members of the National Association of Retail Clothiers. A further limitation is suggested by the fact that approximately 76 per cent of the stores reporting were located in cities with a population of less than 40,000, and only 10 per cent in cities with a population of over 120,000. These limitations Professor Secrist constantly emphasizes through his work.

The purpose of the work, as described by the author, is to "develop out of the actual experience of clothing stores a series of standards which may serve as guides." Profes-

sor Secrist's work is noteworthy because through it all he applies the scientific method most painstakingly and precisely. He first presents the facts as he has collected and analyzed them and then from these facts synthesises his conclusions. These conclusions he says are of two types.

First, cost and other ratios; and second, underlying principles of trade tendencies which characterize stores of different size and location. . . . The actual ratios are subject to change; the underlying principles seem to be general. (Vol. 5, p. 3.)

The principles to which Professor Secrist refers are the generalizations he synthesises from the detailed data. As a word of caution against their heedless acceptance he says: (Vol. 6, p. 499)

Generalization has been indulged in only when the data seemed conclusively to point to the existence of a principle and even, under these circumstances, only when the limiting conditions and the exceptions were brought to the reader's attention.

Again on page 500 (Vol. 6) he says:

In undertaking this study it was felt that business and industry need facts; that business will not run *on*, but *down* on the momentum of customary action and that more analysis of business problems and equal sharing in the results are required if rule of thumb methods are to be displaced. It was begun in the belief that there are underlying principles in business which can be determined, measured and used as guides to action, and that this fact modern business must come to realize if planning and foresight are really to characterize it.

In the summary contained in Vol. 6 (p. 571) Professor Secrist enumerates the results of the study.

Two types of conclusions have been reached from the study of *Costs, Merchandising Practices, Advertising and Sales in the Retail Distribution of Clothing*: first, that which pertains to the absolute and relative amounts of sales, rent, wages and salaries, advertising, etc., for stores of different size, location, age, merchandising and accounting methods, etc., and second, that which relates to the tendencies of the amounts to decrease, increase, or remain constant as stores increase or decrease in size or change in location and operating conditions. The first type of conclusion describes what might be called static conditions; the second relates to the dynamic aspects

of the problems. The first describes the stores in cross-section, as it were; the second reveals them under conditions of change from location to location, size to size, etc.

The dynamic aspects mentioned are dynamic only in the sense that they are an advance picture of static conditions. A merchant with a small store can visualize the static picture of a larger store corresponding to the conditions under which he proposes to operate. The merchant has a guide to the normal or average operating costs under varying conditions. Whether or not he should accept the average as his ideal is another matter. A really dynamic attitude implies the idea of initiative, vision and growth. Standards, averages and forms are useful as guides, but they should not be limitations.

From a technical standpoint the method of presentation Professor Secrist employs is excellent. The work is divided into 6 volumes of about 100 pages each. Each volume covers a division of the subjects and within these limits is complete in itself. A list of the titles of the volumes gives a view of the detailed scope of the work.

Vol. 1: Sales and sales ratios in retail clothing stores (statistics and statistical ratios).

Vol. 2: Expenses and expense ratios—rent and wages and salaries.

Vol. 3: General, busheling and total expenses.

Vol. 4: Advertising methods, expenses and expense ratios.

Vol. 5: Purchases, inventories, purchase discounts, stock turnover, and capital turnover.

Vol. 6: Buildings and store equipment, merchandise sold, store methods and accounting practices.

Summary of expense and trade tendencies, questionnaire and index.

From these volume titles a more general grouping of the subject matter can be drawn:

Sales costs (Vol. 1).

Other operating costs (Vols. 2, 3, and 4).

General.

Rent.

Wages.

Salaries.

Busheling.

Advertising.

Purchasing and stock costs (Vol. 5).

Buildings and equipment (Vol. 6).

General summary (Vol. 6).

Each volume is summarized in an introductory chapter at the beginning of the volume. A summary and index of all the results is incorporated in the last volume. The text is not a mere presentation of facts. Every attempt is made to show not the importance of the facts as such, but their relation and significance to business practices in general. Visualization of these relationships is made possible by the frequent summaries and by the prolific use of graphical as well as statistical charts.

The data which the report summarizes were obtained by the questionnaire method. The questionnaire employed is itself an effective statement of the importance of the information requested. For this reason the data reported are likely to be more than ordinarily accurate. Combined with this is the assurance implied by the analysis of this data by a statistical authority of the eminence of Professor Secrist.

The work is a pioneer application of the scientific method to a collection of facts about practices in a specific business. Important as it is as a guide or measure for practices in the retail clothing business, it also suggests possibilities for further studies in this field with the scientific method employed in this work as a guide, and for similar studies in other businesses.

HERBERT W. HESS.

IRELAND, ALLEYNE. *Democracy and the Human Equation*. Pp. 251. Price, \$3.00. New York: E. P. Dutton and Company, 1921.

The reviewer has read through this book with care and has read some of it twice, out of fairness to the author, in order if possible to avoid the conclusion that it makes no special contribution to political or social knowledge and that it has no particular value in the way of constructive suggestions.

Two of the key premises of the book are:

The distinguishing feature of *Republicanism* is that legislators shall be representatives; the distinguishing feature of *Democracy* is that legislators shall be delegates.

Assuming equal knowledge and intelligence in each, a *Representative* best discharges his duties by being independent; a *Delegate* by being subversive.